Risk Identification

Design, implementation and run workshops on all levels:

Two ERM frameworks for privately held & in preparation to listed at stock exchange.

ESG Risk Management

M&A Risk Management

Operational Risk Mgmt. incl. **FMEA**

Risk Mitigation / Prevention

Holistic Health, Safety, Environment framework.

Consistency by introduce umbrella Quality Assurance framework (various standards)

Set up ESG/CSR programs for two companies.

Crisis/BCM for two companies. Including Covid-19 pandemic.

Risk Transfer / Insurance

Design, implementation of innovative risk financing/ global insurance program.

US specific program to reduce collateral, including set up of **Risk Retention Group**

Established already in 2015 Global Underwriting Program.

Efficiency gain through restructuring Claims Mgmt.

GRC module from Riskonnect

HSEQ / ESG modules from Intelex (CEVA) / UL (gategroup)

CO2 calculator (CEVA development)

Insurance, claims module from Riskonnect

Health data from GEB / GUP

Financial

Legal & Compliance

Mergers & Acquisition (M&A) M&A risk concept with early focus on integration.

HR / people

Operational

Risk identification through HSE, Security, Quality; integrate in ERM as 'bottom up' risk approach.

ESG / CSR

ESG risk identification

Contractual review & negotiation Customer/Subcontractor back to back contracts. GDPR/whistlerblower/Sapin II

Due Diligence processes for 30+ M&A on all continents. Lead different workstream.

Holistic HSE framework (HSE Council Behaviour based safety, health, Absenteeism, dangerous goods). **Employment law**

BCM set up local & global (i.e. fire, pandemics, tornado) Crisis Mgmt. offering for customers. QA Umbrella Certification

Combination with different risk areas to mitigate and create opportunities, i.e. C&B + GUP

All insurance (global and local) Risk Retention Group (US Auto) Captive (evaluate & run) Global Underwriting Program

Close co-work with insurers & broker to reduce risks: i.e. standard contract term review.

M&A insurances like W+I, Key Men, Tax

Various people protection: Life, accident, disability, Workers Comp., EL, EPLI.

Use of claims data for active risk reduction program. Co-work with insurer & broker: Risk Engineering/Cyber review

Environmental insurance Carbon Trading Offset initiatives